MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2018/2019

BLD3104 – Leadership

(All sections / Groups)

26 OCTOBER 2018
9:00 A.M. – 11:00 A.M.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **TWO (2)** pages with **FOUR (4)** questions only.
2. Attempt **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

ANSWER ALL QUESTIONS

QUESTION 1

a) Briefly explain why leadership is important and distinguish between management and leadership based on their directions and outcomes.

(10 marks)

b) Research suggests that different leader strengths might be better suited to different types of leadership roles. Give and explain **THREE (3)** types of leadership roles identified in today's organisations.

(15 marks)

(Total: 25 marks)

QUESTION 2

a) Peter has just graduated from university with first class honours. During the time he was studying, he used to be a leader in several group assignments, clubs and societies, and startup competitions. In terms of personality, he is always full of confidence and is responsible for every task assigned. Assume that you are now working with Peter and all the group members are as excellent as Peter. As a project leader, which situational leadership style should be applied in order for you to lead the group? Explain.

(7 marks)

b) Cultural intelligence (CQ) refers to a person's ability to use reasoning and observation skills to interpret unfamiliar gestures and situations and devise appropriate behavioural responses. Give and explain the **THREE (3)** components of CQ.

(12 marks)

c) Differentiate between 'charismatic leadership' and 'coalitional leadership'.

(6 marks)

(Total: 25 marks)

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QUESTION 3

a) Explain what Emotional Intelligence (EI) is and why EI is indispensable for leaders.

(9 marks)

b) Leadership is about change rather than stability. Explain why change is necessary for organisations and give **EIGHT (8)** forces driving the need for change.

(16 marks)

(Total: 25 marks)

QUESTION 4

a) Define Abilene Paradox and give an example.

(4 marks)

b) Compare an alienated follower with a conformist.

(6 marks)

c) It is difficult to create an inclusive environment where all individuals feel respected and valued. Explain **FIVE (5)** challenges faced by minorities in the workplace today.

(15 marks)

(Total: 25 marks)

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